

St. Johns County School District

Wards Creek Elementary School



2017-18 School Improvement Plan

Wards Creek Elementary School

6555 STATE ROAD 16, St Augustine, FL 32092

<http://www-wce.stjohns.k12.fl.us/>

School Demographics

School Type and Grades Served
 (per MSID File)

Elementary School
 PK-5

2018-19 Title I School

No

2018-19 Economically Disadvantaged (FRL) Rate
 (As Reported on Survey 3)

29%

Primary Service Type
 (per MSID File)

K-12 General Education

Charter School

No

2018-19 Minority Rate
 (Reported as Non-white on Survey 2)

21%

School Grades History

Year	2016-17	2015-16	2014-15	2013-14
Grade	A	A	A*	A

**Informational Baseline School Grade*

Note: The school grades calculation was revised substantially for the 2014-15 school year to implement statutory changes made by the 2014 Legislature and incorporate the new Florida Standards Assessments. The 2014-15 school grades serve as informational baseline data that schools can use to improve in future years.

School Board Approval

This plan was approved by the St. Johns County School Board on 9/25/2017.

SIP Authority and Template

Section 1001.42(18), Florida Statutes, requires district school boards to annually approve and require implementation of a school improvement plan (SIP) for each school in the district that has a school grade of D or F.

The Florida Department of Education (FDOE) SIP template meets all statutory and rule requirements for traditional public schools and incorporates all components required for schools receiving Title I funds. This template is required by State Board of Education Rule 6A-1.099811, Florida Administrative Code, for all non-charter schools with a current grade of D or F (see page 4). For schools receiving a grade of A, B, or C, the district may opt to require a SIP using a template of its choosing.

St. Johns - 0482 - Wards Creek Elementary School - 2017-18 SIP

Wards Creek Elementary School

This document was prepared by school and district leadership using the FDOE's school improvement planning web application located at <https://www.floridaCIMS.org>.

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Purpose and Outline of the SIP

The SIP is intended to be the primary artifact used by every school with stakeholders to review data, set goals, create an action plan and monitor progress. A corollary at the district level is the District Improvement and Assistance Plan (DIAP), designed to help district leadership make the necessary connections between school and district goals in order to align resources. The Florida Department of Education encourages schools to use the SIP as a “living document” by continually updating, refining and using the plan to guide their work throughout the year. This printed version represents the SIP as of the “Date Modified” listed in the footer.

Part I: Current School Status

Part I organizes the current status of the school around five domains inspired by the 5Essentials framework: Supportive Environment, Family and Community Involvement, Effective Leadership, Public and Collaborative Teaching, and Ambitious Instruction and Learning. Questions regarding the school’s Multi-Tiered System of Supports have been embedded throughout this part to demonstrate how data is used by stakeholders to understand the needs of all students and allocate appropriate resources in proportion to those needs.

Part II: Needs Assessment

Part II requires the school to review performance and early warning systems data in order to develop strategic goals and associated data targets (i.e., “SMART goals”) for the coming school year in context of the school’s greatest strengths and needs. An online tool was developed, which includes data visualizations and processing questions to support problem identification, problem analysis and strategic goal formulation.

Part III: 8-Step Planning and Problem Solving for Implementation

Part III enables the school to develop implementation plans for its highest-priority goals. With the overview of the current state of the school in mind and the strategic goals identified through the needs assessment, the planning team engages in a facilitated planning and problem-solving process, through which they

- Define strategic goals and establish targets to be reached by successfully achieving the goals (Step 1)
- Identify barriers that could hinder achieving those goals and resources that could be used to eliminate or reduce barriers (Step 2)
- Select high-priority barriers they want to address initially (Step 3)
- Design implementation and monitoring plans for strategies to resolve selected barriers (Steps 4-7)
- Determine how they will monitor progress toward each goal (Step 8)

Appendices

The following appendices, automatically-generated from content entered in Part III, are included in this document:

- Appendix 1 is a timeline of all action steps and monitoring activities
- Appendix 2 is an outline of all professional development opportunities and technical assistance items

- Appendix 3 is a report of the budget needed to implement the strategies

Differentiated Accountability

Florida's Differentiated Accountability (DA) system, established in [section 1008.33, Florida Statutes](#), is a statewide network of strategic support, differentiated by need according to performance data, provided to districts and schools in order to improve leadership capacity, teacher efficacy, and student outcomes. Through a data-driven planning and problem-solving process, DA field teams collaborate with district leadership to design, implement, and refine strategic goals and action plans that are documented in the SIP.

DA Regions

Florida's DA network is divided into four geographical regions, each served by a field team led by a regional executive director (RED).

DA Categories

At the start of each academic year, traditional schools are classified for DA support in two categories based on the most recent school grades data available. Descriptions of each DA category along with the state support and interventions provided are set forth by [Rule 6A-1.099811, Florida Administrative Code](#):

- **Not in DA** - A school with a current school grade of A, B, or C; charter schools; and ungraded schools.
- **Targeted Support and Improvement** - A school with a current school grade of an initial D.
- **Comprehensive Support and Improvement** - A school with a current school grade of F or two consecutive grades of D, or a high school with a graduation rate of 67 percent or less in the most recent data release.

DA Turnaround Status

Additionally, Comprehensive Support and Improvement schools have a turnaround status of "Implementing," based on a school's grades history, including the current school grade:

- Implementing - A school with a status of "Implementing" requires the district to submit a turnaround plan to the State Board of Education for approval and implementation. A school remains in "Implementing" status until its school grade improves to a C or higher.

2017-18 DA Category and Statuses for Wards Creek Elementary School

DA Region and RED	DA Category and Turnaround Status
Northeast - Dustin Sims	- N/A

I. Part I: Current School Status

A. Supportive Environment

1. School Mission and Vision

a. Provide the school's mission statement

Wards Creek Elementary strives to: Engage Learners to Excel in Life and Embrace Leadership to Enhance our Local and Global Society.

b. Provide the school's vision statement

We are a school Where Children Excel by developing leaders with character and a passion for lifelong learning.

2. School Environment

a. Describe the process by which the school learns about students' cultures and builds relationships between teachers and students

Our school wide culture is built on valuing our students and empowering them to reach their full potential. We invest time and plan activities at the beginning of each year to build relationships with our students. Each class writes their own mission statement and class meetings are held to establish class norms, rituals, and procedures. Opportunities abound for students to be involved in leadership roles and teams which are facilitated by faculty members. This promotes relationships among teachers and students beyond the classroom.

Because of the unique nature that Wards Creek is the hub of our community and many of our faculty members live in our community, relationships with parents and students go way beyond the school day. Our staff members participate in schoolwide events and activities within the community.

b. Describe how the school creates an environment where students feel safe and respected before, during and after school

All members of our staff are trained in the 7 Habits of Highly Effective People. As a Leader in Me school, we empower our students to make good choices, create a plan, work first then play, think win-win, listen before they speak, work together, find balance, and determining their personal mission. These habits create a positive culture built on mutual understanding and collaborative cooperation.

There are many safety practices in place. All doors are locked and require a key or a magnet card to open. Students are encouraged to express any concerns if they have worries about safety. Students are never alone and must move throughout the building with a buddy or adult. Our students participate in anti-bullying education and we follow a zero-tolerance bullying policy.

Student safety leaders are posted throughout the building before and after school to provide assistance during arrival and dismissal. All students are under the direct supervision of adults. All staff members have arrival and dismissal posts to ensure student safety.

c. Describe the schoolwide behavioral system in place that aids in minimizing distractions to keep students engaged during instructional time. This may include, but is not limited to, established protocols for disciplinary incidents, clear behavioral expectations, and training for school personnel to ensure the system is fairly and consistently enforced

At Wards Creek, we have established a leadership framework based on Stephen Covey's book, *The 7 Habits of Highly Effective People*. Covey presents a holistic, integrated, principle-centered approach for addressing challenges and living the very best version of your life. This system is woven with our District's Character Counts initiative to provide a strong foundation for good character and student leadership. Our proactive framework of setting clear expectations and using a common language reduces the need for reactive behavioral consequences.

We believe that we have an obligation to address more than the academic needs of our students. We must also help them mature through the continuum of moving from dependence, to independence, and ultimately to interdependence, giving them the skills they need to thrive. Our leadership framework, based upon the 6 Pillars of Character and the 7 Habits provides students the opportunity to learn to serve, to identify their strengths and interests, to set goals and track their progress, and to find their voice to make a difference in the world. This framework calls upon the adults in the school to learn, model, and teach these principles and character traits to our students. Through our understanding, we build understanding in our students. Through our modeling, we show our students how to be their most excellent selves. Through our teaching, these tenets become ubiquitous throughout every corner of our school.

Wards Creek has a school wide PBS system called the "Wards Creek Way" which encourages responsibility and respect for others. Students and families are given a handbook outlining the expectations for all areas of the school. These expectations provide a common language for all stakeholders. Each day, students are able to earn a point on their "torch card" for meeting daily expectations. They are also able to earn bonus points for going above and beyond in their leadership. These points are used to earn a quarterly celebration. The handbook also outlines tiered behaviors and consequences. This provides a fair consistent discipline protocol. The administrative team uses discipline matrix used for assigning consequences.

Leaders with Character are recognized quarterly for meeting the leadership, academic, growth mindset and community service expectations. Using the 6 Pillars of Character and the 7 Habits, grade level teams have developed the criteria for these awards. Students select a monthly representative from their classroom to be celebrated for demonstrating good character and leadership.

d. Describe how the school ensures the social-emotional needs of all students are being met, which may include providing counseling, mentoring and other pupil services

We have a comprehensive Guidance program to meet the social-emotional needs of all students. Our Guidance Counselor provides lessons covering the following topics: Social Skills for Early Childhood, Relational Aggression, Empathy, Anxiety, Emotion-Management, and Problem-Solving Skills. These services occur during guidance lessons in conjunction with the media related arts block, daily lunch bunches, social skills small groups, and individual counseling sessions. We use HeartMath as a biofeedback program to help students learn ways to calm themselves and cope with stress.

Teachers have been trained to recognize indicators in student behavior that may warrant conferring with the Guidance Counselor. Parents have access to the Guidance Department to discuss any issues or concerns they may be experiencing at home. The district Student Services Department provides a support team for collaboration and problem solving with the Guidance Department.

Our gifted itinerant teacher provides social-emotional support for our gifted students through direct contact with students and collaboration with teachers.

Additionally, the Multi-Tiered Systems of Support team provides support and guidance to teachers in the development of individualized behavior plans for students exhibiting a need for intervention.

3. Early Warning Systems

The school's response to this section may address the requirements of ESSA, P.L. No. 114-95, § 1114(b)(7)(A)(i) and (b)(7)(A)(iii)(III).

a. Describe the school's early warning system and provide a list of the early warning indicators used in the system

The Core leadership team consist of the principal, assistant principal. guidance counselor, instructional literacy coach, speech pathologist and school psychologist. This team meets weekly to look at data, discuss students and make decisions for intervention. The team uses a report, "school data dashboard" which has a EWS feature. The team also analyzes diagnostic testing data that children are given three times per year, using the i Ready assessment and Developmental Reading Assessment (DRA).

b. Provide the following data related to the school's early warning system

1. The number of students by grade level that exhibit each early warning indicator:

Indicator	Grade Level												Total	
	K	1	2	3	4	5	6	7	8	9	10	11		12
Attendance below 90 percent	5	3	10	9	11	10	0	0	0	0	0	0	0	48
One or more suspensions	0	0	1	1	6	2	0	0	0	0	0	0	0	10
Course failure in ELA or Math	0	0	0	0	1	2	0	0	0	0	0	0	0	3
Level 1 on statewide assessment	0	0	0	0	14	27	0	0	0	0	0	0	0	41

The number of students identified by the system as exhibiting two or more early warning indicators:

Indicator	Grade Level												Total	
	K	1	2	3	4	5	6	7	8	9	10	11		12
Students exhibiting two or more indicators	0	0	0	0	5	7	0	0	0	0	0	0	0	12

c. Describe all intervention strategies employed by the school to improve the academic performance of students identified by the early warning system

The interventions in place to address these EWS are:

1. School wide common intervention block in which teachers flexibly group students according to area of need.

2. All students with IEPs will receive 30 minutes per day of intensive leveled reading intervention.
3. Guidance counselor will meet weekly in lunch bunches with students in the lowest quartile and those with attendance concerns.
4. MTSS core team will meet weekly to monitor attendance and those students with two or more early warning signs.
5. All students will use the iReady learning path which provides individualized intervention and enrichment based in diagnostic data.
6. School will establish a mentoring program for children with two or more EWS.

B. Family and Community Engagement

The school's response to this section may address the requirements of ESSA, P.L. No. 114-95, § 1114(b)(2) and (b)(7)(A)(iii)(I).

1. Describe how the school works at building positive relationships with families to increase involvement, including efforts to communicate the school's mission and vision, and keep parents informed of their child's progress

a. Will the school use its Title I Parent and Family Engagement Policy (PFEP) to satisfy this question?

No

1. PFEP Link

The school completes a Parental Involvement Plan (PFEP), which is available at the school site.

2. Description

We value our parents and strive to build positive relationships with our families. We have the following tools in place to provide a high degree of communication: School website, teacher websites, Warrior Week at a Glance newsletter, School Messenger messaging system, weekly email communication from teachers to all parents, daily written communication through student planners and the district Home Access Center.

Parent conferences are held anytime there is a parent or teacher concern. Each year, teachers arrange student led conferences where children discuss their individual goals with their parents. This event is called "data and donuts" Parents are kept informed of student progress through teacher communication, interim reports, report cards, Home Access Center, and MTSS tracking reports. Annual meetings are held with parents of students who have 504 plans, IEPs, EPs, Health Plans, and ESOL.

In lieu of Open House, the school hosts a Leadership Night, where students discuss the important aspects of their classroom with their parents. This promotes student accountability and ownership for their learning.

Our parental involvement targets include training and involving our parents in the total school program. We aim to have parents involved in PTO, SAC, and other voluntary opportunities. We strive to have 10 hours of volunteerism for each student, approximately 9000 hours per year. Our trend is approximately 13,000 hours each year. Our SAC team includes a member of each grade level, ESE, and Related Arts. We also have been able to accommodate parents and community members and business partners who have expressed an interest in serving on SAC.

Our school is recognized annually for being a Golden School for volunteerism and a 5-STAR school for community impact.

Our mission and vision statements are visible on the website, on our school campus, in our annual yearbooks, in our parent handbook, and presented at our parent meetings.

2. Describe the process by which the school builds and sustains partnerships with the local community for the purpose of securing and utilizing resources to support the school and student achievement

Our PTO facilitates the business partnership process. They canvas the community and reach out to all the area businesses and associations. There are incentives in place for business partners which makes it a win-win for our school and local businesses. We value our mutually beneficial partnerships.

Annually in October, our school hosts a Business Expo to connect our families with community businesses and service providers.

C. Effective Leadership

1. School Leadership Team

a. Membership

Identify the name, email address and position title for each member of the school leadership team.:

Name	Title
Mitidieri, Bethany	Principal
Klein, Kevin	Assistant Principal
Adolf, Leanne	Guidance Counselor
Hicks, Lauren	Psychologist
Orta, Adriana	Instructional Coach

b. Duties

1. Describe the roles and responsibilities of the members, including how they serve as instructional leaders and practice shared decision making

Principal - Bethany Mitidieri
Assistant Principal - Kevin Klein
MTSS Facilitator - Adriana Orta
Instructional Coach - Adriana Orta
Guidance Counselor - Leanne Adolf
School Psychologist - Brandy Killian

Each member of the School Leadership Team serves a member of the MTSS Core Problem Solving Team. In their role on this team they share in the following responsibilities:

- Attend core meetings and MTSS review meetings with teacher
- Review Tier 1 instructional practices and provide research-based strategies
- Help develop Tier II and Tier III academic and behavior plans

In addition to the joint leadership roles, the individuals contribute to our school through these responsibilities:

- Bethany Mitidieri - Principal
- Participate in parent conferences
- Provide classroom observations
- Support initiatives and provide resources
- Provide training to staff/teachers on MTSS procedures, progress monitoring and related

interventions

Adriana Orta - Instructional Coach

- Take minutes during the meeting and send out to all team members
- Develop agenda for MTSS meetings
- Schedule meetings to review MTSS plans with teachers
- Develop progress monitoring probes
- Review school wide progress monitoring information
- Provide training to staff/teachers on MTSS procedures, progress monitoring and related interventions
- Finalize MTSS referral packet and submits to LEA

Brandy Killian - Psychologist

- Responsible for gathering attendance data
- Responsible for gathering behavior data
- Graph students' progress monitoring data
- Make the MTSS team aware of health/medical conditions that may impact learning
- Participate in parent conferences
- Provide classroom observations

Kevin Klein - Assistant Principal

- Participate in gap analysis
- Participate in parent conferences
- Provide classroom observations

Leanne Adolf - Guidance Counselor

- File paperwork for MTSS students into the MTSS folder
- Update data into the MTSS digital database
- Send home referrals based on vision and hearing needs
- Refer students/parents to appropriate community resources
- Participate in parent conferences
- Perform classroom observations
- Conduct guidance lessons based on specific areas of need

2. Describe the process through which school leadership identifies and aligns all available resources (e.g., personnel, instructional, curricular) in order to meet the needs of all students and maximize desired student outcomes. Include the methodology for coordinating and supplementing federal, state and local funds, services and programs. Provide the person(s) responsible, frequency of meetings, how an inventory of resources is maintained and any problem-solving activities used to determine how to apply resources for the highest impact

At Wards Creek Elementary, we use the 4-step problem-solving model. Step 1: Define an objective and measurable terms for the goal(s) to be attained. Step 2: Identify possible reasons why the desired goal(s) is not being attained. Step 3: Develop and implement a well-supported plan involving evidence-based strategies to attain the goal(s). Step 4: Evaluate the effectiveness of the plan in relation to stated goal.

Our School Leadership Team meets weekly to discuss SIP goals, core instruction, resource allocation, teacher support systems, and small group needs. Additionally, we discuss individual students who are struggling to meet grade level expectations.

Our Instructional Coach maintains an inventory of available intervention materials. Our

principal seeks resources to address intervention needs. We use SAI monies for supplemental intervention materials. We use SAR monies to provide additional personnel to support the social/emotional and academic needs of our students.

2. School Advisory Council (SAC)

a. Membership

Identify the name and stakeholder group for each member of the SAC.:

Name	Stakeholder Group
Kristin Fanning	Teacher
Teresa Lloyd	Parent
Dana Smith	Teacher
Staci Farrell	Parent
Patricia Maxham	Parent
Chamane Williams	Parent
Tammy Stewart	Education Support Employee
Renee Tatman	Teacher
Judy Piggott	Teacher
Jenna Miller	Teacher
Charlotte Hartley	Education Support Employee
Megan Bastow	Parent
Jennifer Edwards	Parent
Elizabeth Janssen	Parent
Petrona Reynolds	Parent
Mirtha Barzaga	Business/Community
Lisa Dowling	Business/Community
Kimberlee Pagan	Parent
Christine LeClair	Business/Community
Heather Shreves	Teacher
Jenney Coulter	Teacher
Bethany Mitidieri	Principal

b. Duties

1. Provide a description of the SAC's involvement with the following activities, as required by section 1001.452(2), Florida Statutes

The school's response to this question may address the requirements of ESSA, P.L. No. 114-95, § 1114(b)(2).

a. Evaluation of last year's school improvement plan

Throughout the school year, the SAC reviewed the goals of the School Improvement Plan to ensure that efforts were aligned with school vision and mission. Frequent review of data and school wide initiatives were shared and discussed. We will continue to review as new data becomes available.

b. Development of this school improvement plan

The SIP is written with the participation of SAC members in conjunction with the school leadership team. This team determines appropriate school goals based on qualitative and quantitative data. We seek input from all stakeholders as we develop our plan. Surveys and feedback guide our plan.

c. Preparation of the school's annual budget and plan

The principal shares the budget and staffing information with SAC, following the district budget meeting. As changes occur, updates and discussions are held to obtain input and provide the latest information.

2. Describe the use of school improvement funds allocated last year, including the amount budgeted for each project

Funds are allocated to support instruction. Teachers present proposals to the SAC team to purchase supplemental materials that will promote student achievement.

3. Verify that the school is in compliance with section 1001.452, Florida Statutes, regarding the establishment requirements and duties of the SAC

Yes

a. If the school is not in compliance, describe the measures being implemented to meet SAC requirements

3. Literacy Leadership Team (LLT)

a. Membership

Identify the name and position title for each member of the school-based LLT or similar group, if applicable.:

Name	Title
Mitidieri, Bethany	Principal
Klein, Kevin	Assistant Principal
Orta, Adriana	Instructional Coach
Hinman, Kimberly	Instructional Media

b. Duties

1. Describe how the LLT or similar group promotes literacy within the school, if applicable

The LLT promotes literacy by maintaining a focus on mastery of state standards through vertical planning, data dialogues, and professional development. Our Vertical Learning Community focuses on building a seamless path for students moving up in each grade level. A focus on a schoolwide balanced literacy framework provides a differentiated, customized learning path for our students. Teachers reflect on student data to determine next learning steps for each student. The MTSS team reviews student data dashboards to ensure that all students are making adequate gains. Professional development includes a focus on best practices, high yield strategies, curriculum support materials, district maps, and state resources.

To encourage our students to become prolific readers, we have a schoolwide reading initiative sponsored by our Media program. Students chart their reading progress and those achieving their goal are celebrated. We celebrate our favorite books and authors

with our annual Literacy Parade. We celebrate Florida Literacy Week with schoolwide events to promote a love for reading.

D. Public and Collaborative Teaching

The school's responses to this section may address the requirements of ESSA, P.L. No. 114-95, § 1114(b)(7)(A)(iii)(IV).

1. Describe the school's strategies to encourage positive working relationships between teachers, including collaborative planning and instruction

Our philosophical framework for leadership is built upon the principle of synergy - working together creates stronger outcomes and greater success. Through our 7 Habits training, our teachers' paradigms have shifted to recognize the value of meaningful teamwork and collaborative cooperation. All our grade levels are housed in the same area of the building for geographical convenience. The planning blocks are aligned to give the grade levels additional collaborative time. Grade level expectations include team decision-making, and cooperative activities across the grade. Monthly grade level meetings, synergy sessions, bi-weekly grade level PLCs, monthly school wide professional development during early release time and district opportunities for in-service serve to promote strong bonds of collaboration among our staff. Sharpen the Saw events encourage positive working relationships in a social setting.

2. Describe the school's strategies to recruit, develop and retain highly qualified, certified-in-field, effective teachers to the school

Our school district utilizes the Applitrack employment system which provides information, including the FIT score to assist us in the screening of our applicants. Our interview team consists of administrators and teachers. To build a sense of belonging, we create mentor partnerships and offer opportunities for new staff members to receive professional development in the school wide initiatives. Several staff members have participated in district recruitment events.

3. Describe the school's teacher mentoring program, including the rationale for pairings and planned mentoring activities

Our mentoring program ensures an effective transition to our school. The Instructional Coach facilitates ongoing gatherings to guide the process of assimilating new staff into the school culture, answer questions, and assist in problem solving. The Lighthouse Team trains incoming staff in The 7 Habits of Highly Effective People. Accountability partners provide ongoing support and encouragement in all areas of need.

E. Ambitious Instruction and Learning

1. Instructional Programs and Strategies

a. Instructional Programs

1. Describe how the school ensures its core instructional programs and materials are aligned to Florida's standards

Teacher representatives from each course and or grade level meet twice a year with district

Subject Area Specialists to develop/review curriculum maps, formative assessments and teacher resources to include instructional materials. These District Professional Learning Communities work to ensure that curriculum, instruction and assessment are based on

applicable state standards. This process is in addition to a standards based instructional materials review program that is used when the district adopts the primary instructional materials for a course. The teacher representatives work with instructors and administrators at the school level to ensure that the results of the District Professional Learning Communities are implemented at the school level. The curriculum maps which include links to vetted instructional materials and lesson plans are the basis for school level standards based planning and instruction.

In addition to what each teacher is doing to promote learning and measure student performance, District midterms (6-12) assessments and progress monitoring assessments (K-5) are given in the core instructional programs to assess student mastery of standards, guide instructional practice and inform district planning. Detailed data reports are available to all teachers and administrators. These reports are used by teachers, administrators and district staff to ensure that instruction and assessment are designed to produce student mastery of the Florida Standards. The reports are also used with individual students and parents as needed to assist them in understanding the standards and learning expectations.

Administrators meet with teachers in grade level / content area Professional Learning Communities to review data reports and analyze results with the intent of planning instruction to differentiate, intervene, re-teaching, and innovate to improve student mastery of the standards. The same information is used to review curriculum maps and instructional materials/resources as to their effectiveness in promoting standards based instruction and learning. This process is repeated twice a year and serves as the foundation for a standards based continuous improvement model that uses student performance data to evaluate and improve curriculum, instruction and assessment in a manner designed to promote the highest level student mastery of the Florida Standards.

b. Instructional Strategies

1. Describe how the school uses data to provide and differentiate instruction to meet the diverse needs of students. Provide examples of how instruction is modified or supplemented to assist students having difficulty attaining the proficient or advanced level on state assessments

Our classrooms are heterogeneously built using multiple sources of data. Throughout the learning day, our teachers implement the workshop model which provides them time for small group and individual attention to specific skills and strategies for students who may need additional support.

Formative and Summative assessments are given throughout the school year. Teachers use MFAS as well as other assessments built in the Curriculum Maps. The data that is generated is dis-aggregated and used to guide instructional next steps. Grade levels meet with the administrative team to determine areas of need and develop strategies to meet the diverse needs of students.

Students are given a diagnostic assessment three times per year to identify areas of strength and weakness. this assessment also provides instructional implications and remediation resources for teacher to use in small group instruction.

Students who show a trend of academic need are referred to the MTSS team for problem solving. Those meeting the criteria for a MTSS plan are prescribed research based-interventions to close the learning gap. These students are monitored closely and the teacher and MTSS team work collaboratively to ensure that their learning needs are met.

We have an ESE program with a full continuum of services, ranging from consultative services to self-contained ESE classrooms with modified curriculum.

Our gifted students are served in blended general education classrooms with gifted-endorsed teachers. The rigor and pace of these classrooms keep the students engaged and challenged.

2. Provide the following information for each strategy the school uses to increase the amount and quality of learning time and help enrich and accelerate the curriculum:

Strategy: Extended School Day

Minutes added to school year:

Strategy Rationale

Strategy Purpose(s)

- Instruction in core academic subjects
- Enrichment activities that contribute to a well-rounded education

Person(s) responsible for monitoring implementation of the strategy

Data that is or will be collected and how it is analyzed to determine effectiveness of the strategy

2. Student Transition and Readiness

a. PreK-12 Transition

The school's response to this question may address the requirements of ESSA, P.L. No. 114-95, § 1114(b)(7)(A)(iii)(V).

1. Describe the strategies the school employs to support incoming and outgoing cohorts of students in transition from one school level to another

Our school invites PreSchool students to visit Kindergarten classrooms during the last quarter of the year. As Preschool students enroll for Kindergarten, they are given a screener to help build heterogeneous classes. We work with outside agencies, such as Episcopal services, ChildFind, and FDLRS, to build the bridge from Preschool to Kindergarten. During the first week of school, our PTO holds a Tears and Cheers breakfast to share opportunities and information with parents of new Kindergarten students.

Our rising 6th grade students visit the middle school for an orientation toward the end of the year. Individual meetings are held with staff from both schools for students with customized plans (504, EPs, IEPs, ESOL, Health Care, Behavior)

b. College and Career Readiness

1. Describe the strategies the school uses to advance college and career awareness, which may include establishing partnerships with business, industry or community organizations

NA

2. Identify the career and technical education programs available to students and industry certifications that may be earned through those respective programs

NA

3. Describe efforts the school has taken to integrate career and technical education with academic courses (e.g., industrial biotechnology) to support student achievement

NA

4. Describe strategies for improving student readiness for the public postsecondary level based on annual analysis of the [High School Feedback Report](#), as required by section 1008.37(4), Florida Statutes

NA

II. Needs Assessment

The school's completion of this part may address the requirements of ESSA, P.L. No. 114-95, § 1114(b)(6).

A. Problem Identification

1. Data to Support Problem Identification

b. Data Uploads

Data uploads are not required by the Florida Department of Education but are offered as a tool for the needs assessment. In this section, the school may upload files of locally available data charts and graphs being used as evidence of need.

The following documents were submitted as evidence for this section:

No files were uploaded

2. Problem Identification Summary

This section is not required by the Florida Department of Education but is provided as an opportunity for the school to summarize the points of strength and areas of need that have been identified in the data.

B. Problem Analysis Summary

This section is not required by the Florida Department of Education but is provided as an opportunity for the school to summarize the underlying "why"? or root causes for the areas of need identified in the data, as determined by situational awareness of, and research conducted by, the stakeholders involved in the needs assessment.

C. Strategic Goals

School Improvement Goals

The following key is intended to help readers understand how the sections of this document correspond to the steps of the 8-step planning and problem-solving framework used in the School Improvement Plan. The Quick Key numbers can help registered users go directly to the point of entry for any given goal, barrier and strategy within the online survey.


Problem Solving Key

G = Goal

B =
Barrier

S = Strategy

1 = Problem Solving
Step

 S123456 = Quick Key

Strategic Goals Summary

- G1.** Wards Creek will increase the number of students making learning gain in Reading and Math by 10% through the use of small group interventions and universal reteaching.
- G2.** Wards Creek will increase the number of students in the lowest 25% making learning gains in Reading by 20% through creating small group intensive intervention.
- G3.** Wards Creek will implement a school wide positive behavior system, aligned to Character Counts and Leader in Me which will lead to increased attendance, achievement and learning gains.

Strategic Goals Detail

For each strategic goal, this section lists the associated targets (i.e., "SMART goals"), targeted barriers to achieving the goal, resources available to help reduce or eliminate the barriers, and the plan for monitoring progress toward the goal.

G1. Wards Creek will increase the number of students making learning gain in Reading and Math by 10% through the use of small group interventions and universal reteaching. 1a

G096637

Targets Supported 1b

Indicator	Annual Target
FSA ELA Achievement	72.0

Targeted Barriers to Achieving the Goal 3

- Teacher understanding of individual strengths and weaknesses of students in Math and Reading

Resources Available to Help Reduce or Eliminate the Barriers 2

- Workshop Instructional Model in balanced literacy classrooms, DRA, Being a Reader, Making Meaning, Being a Writer, and curriculum maps, state resources, and other district supported materials
- iReady diagnostic assessment and instructional path

Plan to Monitor Progress Toward G1. 8

Data Dialogues with administrators and teachers will be held following the completion of diagnostic assessments

Person Responsible

Kevin Klein

Schedule

Triannually, from 8/25/2017 to 5/18/2018

Evidence of Completion

Data review for evidence of proficiency and growth between assessments.

G2. Wards Creek will increase the number of students in the lowest 25% making learning gains in Reading by 20% through creating small group intensive intervention. 1a

G096638

Targets Supported 1b

Indicator	Annual Target
ELA/Reading Lowest 25% Gains	61.0

Targeted Barriers to Achieving the Goal 3

- Teachers understanding specific reading behaviors and using interventions that build on students instructional reading level.

Resources Available to Help Reduce or Eliminate the Barriers 2

- Leveled Literacy Intervention, SIPPS, Wilson Reading and iReady Diagnostic and Instruction.

Plan to Monitor Progress Toward G2. 8

Student proficiency and growth between assessments.

Person Responsible

Kevin Klein

Schedule

Quarterly, from 8/10/2016 to 5/19/2017

Evidence of Completion

Data review for evidence of proficiency and growth.

G3. Wards Creek will implement a school wide positive behavior system, aligned to Character Counts and Leader in Me which will lead to increased attendance, achievement and learning gains. 1a

G096639

Targets Supported 1b

Indicator	Annual Target
School Grade - Percentage of Points Earned	70.0

Targeted Barriers to Achieving the Goal 3

- Not having a consistent positive behavior management system and a common language for staff.

Resources Available to Help Reduce or Eliminate the Barriers 2

- CHAMPS manual, PBS state resources, Leader in Me guidelines, Character Counts pillars

Plan to Monitor Progress Toward G3. 8

Monitor number of classroom issues recorded by teachers.

Person Responsible

Kevin Klein

Schedule

Quarterly, from 8/10/2017 to 5/18/2018

Evidence of Completion

Decrease in number of classroom issues reported.

Action Plan for Improvement


For each strategy selected in the plan to reduce a targeted barrier to a strategic goal, this section lists the rationale for that strategy (i.e., why the school believes it will reduce the barrier) and the action steps that have been identified as necessary to implementing the strategy, including details such as the point person, timing and duration, and evidence of completion. At the end of each set of action steps is the plan for monitoring the implementation and effectiveness of the respective strategy.

Problem Solving Key


G = Goal **B** = Barrier **S** = Strategy

1 = Problem Solving Step  S123456 = Quick Key

G1. Wards Creek will increase the number of students making learning gain in Reading and Math by 10% through the use of small group interventions and universal reteaching. **1**

 G096637

G1.B4 Teacher understanding of individual strengths and weaknesses of students in Math and Reading **2**

 B259945

G1.B4.S1 Use diagnostic assessment to guide instructional decisions and form small groups for remediation **4**

 S275346

Strategy Rationale

To guide instruction and close achievement gaps

Action Step 1 **5**

Teachers will work in PLC's to analyze student assessment data to identify student strengths and weaknesses and form small groups for remediation and reteaching.

Person Responsible

Bethany Mitidieri

Schedule

Biweekly, from 8/25/2017 to 5/18/2018

Evidence of Completion

Plan to Monitor Fidelity of Implementation of G1.B4.S1 6

Fidelity checks will be conducted to monitor small group instruction

Person Responsible

Bethany Mitidieri

Schedule

Monthly, from 9/5/2017 to 5/18/2018

Evidence of Completion

Progress monitoring data and student work samples

Plan to Monitor Effectiveness of Implementation of G1.B4.S1 7

Teachers will meet biweekly with administration to discuss implementation and analyze effectiveness.

Person Responsible

Adriana Orta

Schedule

Biweekly, from 8/25/2017 to 5/18/2018

Evidence of Completion

Agendas and sign in sheets

G2. Wards Creek will increase the number of students in the lowest 25% making learning gains in Reading by 20% through creating small group intensive intervention. 1

G096638

G2.B1 Teachers understanding specific reading behaviors and using interventions that build on students instructional reading level. 2

B259946

G2.B1.S1 Professional development and collaboration to study reading data and analyze reading behaviors. 4

S275347

Strategy Rationale

If teachers are able to understand reading behaviors, they can determine student deficiencies and next instructional steps to move students toward growth in reading.

Action Step 1 5

Using the Developmental Reading Assessment, teachers will meet with administration to review current data and discuss instructional interventions.

Person Responsible

Bethany Mitidieri

Schedule

Triannually, from 8/25/2017 to 5/18/2018

Evidence of Completion

Individualized teacher summary of class performance and action steps for next interim assessments.

Plan to Monitor Fidelity of Implementation of G2.B1.S1 6

Review of data summary reports and instructional action plans.

Person Responsible

Kevin Klein

Schedule

Quarterly, from 8/10/2016 to 5/19/2017

Evidence of Completion

Summary reports and action plans.

Plan to Monitor Effectiveness of Implementation of G2.B1.S1 7

Collect data on proficiency and growth.

Person Responsible

Kevin Klein

Schedule

Quarterly, from 8/10/2016 to 5/19/2017

Evidence of Completion

Assessment scores

G3. Wards Creek will implement a school wide positive behavior system, aligned to Character Counts and Leader in Me which will lead to increased attendance, achievement and learning gains. 1

G096639

G3.B1 Not having a consistent positive behavior management system and a common language for staff. 2

B259947

G3.B1.S1 School lighthouse team will meet to develop common language and expectations related to behavior and character for all stakeholders 4

S275348

Strategy Rationale

If school has common language and expectations, children will understand the expectations and time on task will increase.

Action Step 1 5

School Lighthouse team will meet to develop parent/student handbook to outline school wide PBS system. Team will meet to review and make improvements as needed.

Person Responsible

Bethany Mitidieri

Schedule

Monthly, from 7/18/2017 to 5/18/2018

Evidence of Completion

Individualized teacher summary of class performance and action steps for next interim assessments.

Plan to Monitor Fidelity of Implementation of G3.B1.S1 6

The plan will be monitored based on the number of students who earn the quarterly Leadership celebration.

Person Responsible

Kevin Klein

Schedule

Quarterly, from 8/10/2017 to 5/18/2018

Evidence of Completion

Roster of students who attend the quarterly celebration

Plan to Monitor Effectiveness of Implementation of G3.B1.S1 7

Collect data from parent, staff and student surveys

Person Responsible

Bethany Mitidieri

Schedule

Quarterly, from 8/10/2017 to 5/18/2018

Evidence of Completion

Feedback data

IV. Implementation Timeline

Source	Task, Action Step or Monitoring Activity	Who	Start Date (where applicable)	Deliverable or Evidence of Completion	Due Date/End Date
2018					
G2.MA1 M398027	Student proficiency and growth between assessments.	Klein, Kevin	8/10/2016	Data review for evidence of proficiency and growth.	5/19/2017 quarterly
G2.B1.S1.MA1 M398025	Collect data on proficiency and growth.	Klein, Kevin	8/10/2016	Assessment scores	5/19/2017 quarterly
G2.B1.S1.MA1 M398026	Review of data summary reports and instructional action plans.	Klein, Kevin	8/10/2016	Summary reports and action plans.	5/19/2017 quarterly
G1.MA1 M398024	Data Dialogues with administrators and teachers will be held following the completion of diagnostic...	Klein, Kevin	8/25/2017	Data review for evidence of proficiency and growth between assessments.	5/18/2018 triannually
G3.MA1 M398030	Monitor number of classroom issues recorded by teachers.	Klein, Kevin	8/10/2017	Decrease in number of classroom issues reported.	5/18/2018 quarterly
G1.B4.S1.MA1 M398022	Teachers will meet biweekly with administration to discuss implementation and analyze effectiveness.	Orta, Adriana	8/25/2017	Agendas and sign in sheets	5/18/2018 biweekly
G1.B4.S1.MA1 M398023	Fidelity checks will be conducted to monitor small group instruction	Mitidieri, Bethany	9/5/2017	Progress monitoring data and student work samples	5/18/2018 monthly
G1.B4.S1.A1 A369545	Teachers will work in PLC's to analyze student assessment data to identify student strengths and...	Mitidieri, Bethany	8/25/2017		5/18/2018 biweekly
G2.B1.S1.A1 A369546	Using the Developmental Reading Assessment, teachers will meet with administration to review...	Mitidieri, Bethany	8/25/2017	Individualized teacher summary of class performance and action steps for next interim assessments.	5/18/2018 triannually
G3.B1.S1.MA1 M398028	Collect data from parent, staff and student surveys	Mitidieri, Bethany	8/10/2017	Feedback data	5/18/2018 quarterly
G3.B1.S1.MA1 M398029	The plan will be monitored based on the number of students who earn the quarterly Leadership...	Klein, Kevin	8/10/2017	Roster of students who attend the quarterly celebration	5/18/2018 quarterly
G3.B1.S1.A1 A369547	School Lighthouse team will meet to develop parent/student handbook to outline school wide PBS...	Mitidieri, Bethany	7/18/2017	Individualized teacher summary of class performance and action steps for next interim assessments.	5/18/2018 monthly

V. Professional Development Opportunities

Professional development opportunities identified in the SIP as action steps to achieve the school's goals.

G1. Wards Creek will increase the number of students making learning gain in Reading and Math by 10% through the use of small group interventions and universal reteaching.

G1.B4 Teacher understanding of individual strengths and weaknesses of students in Math and Reading

G1.B4.S1 Use diagnostic assessment to guide instructional decisions and form small groups for remediation

PD Opportunity 1

Teachers will work in PLC's to analyze student assessment data to identify student strengths and weaknesses and form small groups for remediation and reteaching.

Facilitator

Bethany Mitidieri, Principal Kevin Klein, Assistant Principal Adriana Orta, Instructional Literacy Coach

Participants

Classroom teachers

Schedule

Biweekly, from 8/25/2017 to 5/18/2018

G2. Wards Creek will increase the number of students in the lowest 25% making learning gains in Reading by 20% through creating small group intensive intervention.

G2.B1 Teachers understanding specific reading behaviors and using interventions that build on students instructional reading level.

G2.B1.S1 Professional development and collaboration to study reading data and analyze reading behaviors.

PD Opportunity 1

Using the Developmental Reading Assessment, teachers will meet with administration to review current data and discuss instructional interventions.

Facilitator

Adriana Orta

Participants

All classroom teachers and ESE teachers.

Schedule

Triannually, from 8/25/2017 to 5/18/2018

G3. Wards Creek will implement a school wide positive behavior system, aligned to Character Counts and Leader in Me which will lead to increased attendance, achievement and learning gains.

G3.B1 Not having a consistent positive behavior management system and a common language for staff.

G3.B1.S1 School lighthouse team will meet to develop common language and expectations related to behavior and character for all stakeholders

PD Opportunity 1

School Lighthouse team will meet to develop parent/student handbook to outline school wide PBS system. Team will meet to review and make improvements as needed.

Facilitator

Bethany Mitidieri, Kevin Klein, Renee Tatman

Participants

all classroom teachers, staff, students and parents

Schedule

Monthly, from 7/18/2017 to 5/18/2018

VII. Budget

1	G1.B4.S1.A1	Teachers will work in PLC's to analyze student assessment data to identify student strengths and weaknesses and form small groups for remediation and reteaching.				\$13,586.80
	Function	Object	Budget Focus	Funding Source	FTE	2017-18
	5100	360-Rentals	0482 - Wards Creek Elementary School	Other		\$13,586.80
			<i>Notes: iReady Instruction and Teacher Toolbox</i>			
2	G2.B1.S1.A1	Using the Developmental Reading Assessment, teachers will meet with administration to review current data and discuss instructional interventions.				\$15,416.09
	Function	Object	Budget Focus	Funding Source	FTE	2017-18
	5100	510-Supplies	0482 - Wards Creek Elementary School	Other		\$15,416.09
			<i>Notes: Leveled Literacy Intervention</i>			
3	G3.B1.S1.A1	School Lighthouse team will meet to develop parent/student handbook to outline school wide PBS system. Team will meet to review and make improvements as needed.				\$0.00
					Total:	\$29,002.89